

1/10/78

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Memo	Stu Eizenstat to Pres. Carter, 3 pp. re: personal notes	1/9/78	C

FILE LOCATION

Carter Presidential Papers-Staff Offices, Office of the Staff Sec.-Pres. Hand-writing File 1/10/78 BOX 67

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THE PRESIDENT'S SCHEDULE

Tuesday - January 10, 1978

8:00 Dr. Zbigniew Brzezinski - The Oval Office.

8:30 Admiral Stansfield Turner and Dr. Zbigniew
(20 min.) Brzezinski - The Oval Office.

12:30 Lunch with Mrs. Rosalynn Carter - The Oval Office.



THE SECRETARY OF THE TREASURY
WASHINGTON 20220

January 9, 1978

MEMORANDUM FOR THE PRESIDENT

Subject: Comments on Presidential Statement on National
Center for Productivity and Quality of Working
Life

To propose legislation early this year, it does appear essential to establish an interim Board of Directors prior to appointment of private sector members. But it is also essential to involve the labor and business leaders very intimately in any plans for improving the government's approach to productivity in the private sector. I suggest, therefore, that the interim Board consult closely with private sector leaders and that a serious effort be made to fill some of the private sector vacancies very quickly.

W. Michael Blumenthal

THE WHITE HOUSE

WASHINGTON

Date: January 3, 1978

MEMORANDUM

FOR ACTION:

Bob Lipshutz *concur*
Jim McIntyre *attached*
Jim Gammill *attached*

FOR INFORMATION:

The Vice President
Stu Eizenstat
Jack Watson
Charles Schultze *nc by phone*

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Presidential Statement on National Center for Productivity
and Quality of Working Life.

**YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:**

TIME: 10:00 AM

DAY: Thursday

DATE: January 5, 1978

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE

WASHINGTON

Date: January 6, 1978

FOR ACTION:
Secretary Blumenthal

FOR INFORMATION:

MEMORANDUM

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Presidential Statement on National Center for Productivity
and Quality of Working Life

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 12:00 Noon

DAY: Monday

DATE: January 9, 1978

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

780069

THE WHITE HOUSE
WASHINGTON

January 10, 1978

Stu Eizenstat
Jim McIntyre

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

cc: Jim Gammill

(Secs. Marshall, Kreps and
Blumenthal have been given copies)

PRESIDENTIAL STATEMENT ON NATIONAL
CENTER FOR PRODUCTIVITY AND
QUALITY OF WORKING LIFE

THE WHITE HOUSE
WASHINGTON

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*cc Kops Marshall
Blumenthal*

ACTION	FYI	
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Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day	

<input type="checkbox"/>	ARAGON
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<input type="checkbox"/>	WARREN

THE WHITE HOUSE
WASHINGTON

1/10/78

Mr. President:

Lipshutz and Eizenstat concur with Marshall and Kreps. Stu recommends that you encourage Marshall and Kreps to work closely with his staff and OMB in preparing new legislation.

Secretary Blumenthal agrees that the interim Board is needed, in order to prepare legislation early this year, but stresses the need to involve business and labor leaders. He also urges that the private sector vacancies be filled quickly.

Jim Gammill reports that no action has been taken on any presidential appointments to the Board because his office has assumed that the Center will go out of business in September of 1978.

OMB comments that creating an interim Board is unnecessary, as the five ex-officio members are presently empowered to act. OMB also suggests that the Center should not be tasked with working out a legislative proposal on its own role -- as one option is that the Center may not have a role. While Labor and Commerce should be encouraged to continue to study the Center, some neutral group, such as the Reorganization Project, should develop a decision paper for the President on the Federal role in productivity, and the Center's part in that role.

---Rick

U. S. DEPARTMENT OF LABOR
OFFICE OF THE SECRETARY
WASHINGTON

DEC 29 1977

*To Marshall, Kreps, McIntyre, Eigenstat, Blumenthal -
My inclination is to let die. Give me a decision paper on it
J.C.*

ACTION

MEMORANDUM FOR: THE PRESIDENT

FROM: RAY MARSHALL *Ray Marshall*
SECRETARY OF LABOR

JUANITA M. KREPS *Juanita M. Kreps*
SECRETARY OF COMMERCE

SUBJECT: Presidential Statement on National Center
for Productivity and Quality of Working Life

The Departments of Labor and Commerce have completed a study on the Federal role in U.S. productivity and quality of working life issues. A specific focus of this analysis is on the National Center for Productivity and Quality of Working Life and on the legislation creating it--Public Law 94-136. The study was undertaken in consultation with the Office of Management and Budget.

The Center was established in 1975 as an independent Federal agency to spearhead action to reverse a general decline over the past 10 years in the rate of U.S. productivity growth. The Center's current legislative authorization expires in September 1978.

The joint Commerce-Labor study details a number of problems with both Public Law 94-136 and with the National Center itself. These include:

- o ambiguities about the relationship between productivity and quality of working life and the emphasis to be given each;
- o the assignment of unrealistic responsibilities to the National Center without commensurate resources, thus creating expectations unlikely to be realized;

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for Preservation Purposes**

- o a lack of specificity on the respective roles of the National Center and the line agencies, without a clear assignment of responsibility to each; and,
- o the establishment of the Board of Directors as an operational part of the National Center structure, an arrangement that has proven unworkable.

To assert leadership in dealing with these problems, the Administration should take prompt action to focus the Center's present activities.

To this end, we suggest that you empower the current five ex-officio members of the National Center Board of Directors (the other 22 Board vacancies have not yet been filled) to act as a special, interim Board, co-chaired by the Secretaries of Labor and Commerce. Other ex-officio members are the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the Center. Such a small group could begin work at once, without the inevitable delays that would occur if additional private sector Board members were to be appointed (FBI clearance, Senate confirmation, etc). We have attached a copy of a memorandum from the Solicitor of Labor indicating that this course of action is lawful.


In this connection, Under Secretary of Commerce, Sidney Harman, will be a valuable asset. He is internationally recognized as an expert in the field.

The interim Board will review the government's role with respect to productivity and quality of working life in order to suggest legislative changes in the Center's charter for transmittal to the Congress early in 1978. We do not recommend any change in the Center's funding for FY 1978 (\$2.9 million). Since labor and management will not be officially represented on the interim Board, Board members should consult with them informally regarding the Center's operations.

Please indicate if you agree with this recommendation.

Attachment

MESSAGE RECEIPT FORM

SSN. <u>009</u>	TREASURY	DATE/TIME of TRANSMISSION
ACTION STATION(S)	 DEPARTMENT	<u>1/10-1235</u> OPR.SIG. <u>JCA</u>
CIA _____ DIA/G _____		
STATE _____ DIA/H _____		
NMCC _____ WHSTR <u>A</u> _____		
ANMCC _____ NPIC _____		
NSA _____		

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MESSAGE CLASSIFICATION

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NO. of PAGES

ORIGINATOR: STEVE SKANCKE 566-2359 3419
(NAME) (PHONE) (ROOM)
EXECUTIVE SECRETARIAT
MAIN TREASURY

ADDRESSEE(S): BILL SIMON WEST Wing
GROUND FLOOR
456-7052

SUBJECT: _____

REMARKS: _____

FOR USE BY ACTION STATION

DATE/TIME OF RECEIPT: 60:1 PM 01 JAN 86

RECEIVED BY: _____



THE SECRETARY OF THE TREASURY

WASHINGTON 20220

JAN 9 1978

JAN 9 1978

MEMORANDUM FOR THE PRESIDENT

Subject: Comments on Presidential Statement on National Center for Productivity and Quality of Working Life

To propose legislation early this year, it does appear essential to establish an interim Board of Directors prior to appointment of private sector members. But it is also essential to involve the labor and business leaders very intimately in any plans for improving the government's approach to productivity in the private sector. I suggest, therefore, that the interim Board consult closely with private sector leaders and that a serious effort be made to fill some of the private sector vacancies very quickly.

MMB


W. Michael Blumenthal

THE WHITE HOUSE
WASHINGTON
January 7, 1978

MEMORANDUM FOR:

RICK HUTCHESON

FROM:

STU EIZENSTAT 

SUBJECT: Presidential Statement on
National Center for Productivity and
Quality of Working Life

I agree with the recommendation that you empower an interim board to recommend changes in the authorizing legislation for the NCPQWL. I recommend that you encourage Ray and Juanita to work closely with OMB and my staff in preparing any new legislation.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

6 January 1978

TO: THE PRESIDENT

FROM: RICK HUTCHESON

SUBJECT: Summary of Memo Not Submitted,
and Staff Comments

Secretaries Marshall and Kreps sent you a memo on the
National Center for Productivity and Quality of Working Life.

Labor, Commerce and OMB recently completed a study on the Federal role in US productivity, which focused on the Center. The Center was established in 1975 as an independent Federal agency to work to reverse the declining rate of US productivity growth. The Center's legislative authorization expires in September 1978.

The Commerce-Labor study detailed a number of problems relating to the Center, including: an unrealistic assignment of responsibilities to the Center without commensurate resources, and establishing an unworkable 27-member Board of Directors to lead the Center.

Kreps and Marshall recommend that you designate the current five ex-officio members of the Center's Board to act as a special, interim Board to assert leadership of the Center. Kreps and Marshall would be co-chairs of the interim Board; other ex-officio members are: the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the Center. (The other 22 Board vacancies have not yet been filled.)

The interim Board will review the government's role with respect to productivity, and suggest legislative changes in the Center's charter for transmittal to Congress in early 1978.

OMB comments:

- Creating an interim Board is unnecessary, as the five ex-officio members are presently empowered to act (per a Labor Department legal opinion).

- The Center itself should not be tasked with working out a legislative proposal on its own role, as one option is that the Center may not have a role. Although the Secretaries of Labor and Commerce should be encouraged to continue to study the Center, some neutral group, such as the President's Reorganization Group, should review the recommendations of GAO, the Labor-Commerce Study, and develop for the President a decision paper on the Federal role in productivity and the Center's part in that role, with an early 1978 target date.

Jim Gammill reports that no action has been taken on any Presidential appointments to the Center's Board because the Presidential Personnel Office has assumed that the Center would go out of business on September 30, 1978.

Lipshutz concurs with Marshall and Kreps. Eizenstat had no comment.

approve Kreps-Marshall recommendation: that the current five ex-officio members of the Center's Board act as an interim Board to review the government's role with respect to productivity and the quality of working life, and suggest legislative changes in the Center's charter for transmittal to Congress in 1978.

approve OMB recommendation: that the President's Reorganization Project, or some other neutral group, develop for the President a decision memo on the Federal role in productivity and the Center's part in that role by early 1978.

+ other

THE WHITE HOUSE
WASHINGTON

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due Thursday

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Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

*Don't
green*

<input type="checkbox"/>	ARAGON
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<input type="checkbox"/>	WARREN

THE WHITE HOUSE
WASHINGTON

Date: December 9, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat *concur / phone*
Jack Watson *re by phone*
Jim McIntyre *attached*
Charles Schultze *re by phone*
Jim Fallows *attached / re: other*

FOR INFORMATION:

The Vice President
Midge Costanza
Landon Butler
Jim Gammill *attached*

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Kreps memo re Presidential Statement on National
Denter for Productivity and Quality of Working Life

**YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:**

TIME: 12:00 Noon

DAY: Monday

DATE: December 12, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

MEMORANDUM TO: RICK HUTCHESON
THROUGH: BO CUTTER
FROM: DENNIS O. GREEN

SUBJECT: Presidential Statement on the
National Center for Productivity
and the Quality of Working Life

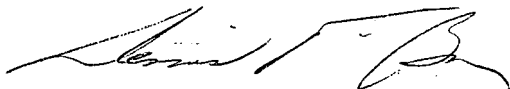
We would not advise the use of a Presidential statement as proposed by the Secretaries of Labor and Commerce:

- ° The authority by which the President can designate and empower certain ex-officio members to act as an interim Board of Directors of the National Center is very unclear.
- ° A public statement at this time could serve to emphasize negatives: a Board could have been appointed 10 months ago and the Center has shown very modest accomplishments since 1975. A public expression of Presidential concern for productivity would be far more effective when an Administration proposal on productivity is transmitted to the Congress.

Further, we continue to believe that the Center itself should not be tasked with working out legislative proposal on its own role--including its own charter--since clearly one of the options is that the Center may not have a role.

However, we were encouraged when the Secretaries of Labor and Commerce, as the heads of departments with productivity responsibilities, agreed to evaluate the Center and make recommendations on its future. Their continued interest is extremely valuable and we recommend that the President encourage them, e.g. by long-hand note on the memo, to pursue their study--in their capacity as department heads rather than specifically designated members of an interim Board of Directors--to the recommendation stage in continued consultation with OMB. Certainly the views of the Center, the findings of the GAO evaluations, and the views of labor and management representatives should be considered and evaluated.

We concur with the suggested target for transmittal of legislation to the Congress in early 1978.



Dennis O. Green
Associate Director for
Economics and Government

12/12/77

DRAFT

(-old news)

PRESIDENTIAL STATEMENT ON
NATIONAL CENTER FOR PRODUCTIVITY AND QUALITY
OF WORKING LIFE

Despite an encouraging upturn in 1976, productivity in the private economy over the past 10 years has not grown as fast as it could or should. The average growth rate of 1.6 percent in this decade was exactly half that of the two preceding decades. The growth rate decline has hampered the fight against inflation, has hurt us in the world marketplace, and has held back improvements in our standard of living.

In 1975, Congress enacted a law making productivity improvement an objective of national policy. To help implement this policy, it created a National Center for Productivity and Quality of Working Life as an independent agency in the executive branch.

Since then, the Center has helped us see the links between productivity and the quality of life for workers in American industry. The Center has begun to help labor and management see the value of working together to further their common interests.

I have asked Secretary of Commerce Kreps and Secretary of Labor Marshall to review the Center's activities and they have identified a number of areas requiring attention.

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for Preservation Purposes**

Therefore, I am today appointing Secretaries Kreps and Marshall to co-chair an interim Board of Directors composed of the five ex-officio members of the Center's Board. Under Secretary of Commerce Sidney Harman, who has had extensive experience in this field, will help this group guide the activities and plan the future of the National Center, in close consultation with representatives of management and labor. Other members of the interim Board are the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the National Center. I expect to submit legislative recommendations to the Congress before the Center's authorization expires in 1978.

WASHINGTON

Date: December 9, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat
Jack Watson
Jim McIntyre
Charles Schultze
Jim Fallows

FOR INFORMATION:

The Vice President
Midge Costanza
Landon Butler
Jim Gammill

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Kreps memo re Presidential Statement on National
Denter for Productivity and Quality of Working Life

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 12:00 Noon

DAY: Monday

DATE: December 12, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.☐ No comment.

Please note other comments below:

See revised draft -
Jerry D. White

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone 7052)

DRAFT

PRESIDENTIAL STATEMENT ON
NATIONAL CENTER FOR PRODUCTIVITY AND QUALITY
OF WORKING LIFE

Despite an encouraging upturn in 1976, productivity ~~growth~~ in the private economy over the past 10 years has *not grown as fast as it could or should.* ~~been unsatisfactory in relation to both the nation's needs,~~ and its capability. The average growth rate of 1.6 percent in this decade was exactly half (of that) ~~achieved during the~~ two preceding decades. The growth rate decline has *hampered* ~~affected~~ the fight against inflation, has ~~compromised U.S.~~ *hurt us / the* ~~ability to compete successfully in world markets~~ *(place)* and has *held back* ~~impeded further~~ improvements in the *our /* ~~country's~~ standard of living.

~~Recognizing the importance of the productivity issue and its many implications for the well-being of all Americans,~~ *In 1975,* Congress enacted ~~in 1975~~ *making* a law ~~establishing~~ productivity improvement ~~as~~ an objective of national policy. ~~As one means~~ *to help* ~~of implementing this policy, it also~~ created a National Center for Productivity and Quality of Working Life as an independent agency in the executive branch.

Since then, the Center ~~In the two years the Center has been operating, it has~~ *us see / the links between* helped call our attention to the fact that the productivity *(workers in /* ~~of American industry and the quality of life for those who~~ *American industry.* ~~work in it are inextricably bound together.~~ *help* ~~The Center has~~ *see the value of working together to further* begun to assist labor and management to ~~recognize their common~~ *their common interests.* ~~interests and to develop ways of jointly furthering them.~~

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for Preservation Purpose

I have asked
~~At my request,~~ Secretary of Commerce Kreps and Secretary of Labor Marshall ~~have~~ ^{to} reviewed the Center's activities ~~to~~ ^{my} ~~date,~~ and have identified a number of ~~concerns~~ ^{areas} requiring attention.

Therefore,
~~As a result of this review,~~ I am today appointing Secretaries Kreps and Marshall to co-chair an interim Board of Directors composed of the five ex-officio members of the Center's Board. ~~Aided by~~ Under Secretary of Commerce Sidney Harman, who has had extensive experience in this ~~field~~ ^{field/will help} ~~area,~~ this group ~~will~~ guide the activities and ~~develop future~~ ^{plan the future} ~~directions~~ for the National Center, in close consultation with ~~appropriate~~ representatives of management and labor. Other members of the interim Board are the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the National Center. I expect to submit legislative recommendations to the Congress before the Center's authorization expires in 1978.

ACTION

MEMORANDUM FOR: THE PRESIDENT

FROM: RAY MARSHALL
SECRETARY OF LABOR

JUANITA M. KREPS
SECRETARY OF COMMERCE

SUBJECT: Presidential Statement on National Center
for Productivity and Quality of Working Life

The Departments of Labor and Commerce have completed a study on the Federal role in U.S. productivity and quality of working life issues. A specific focus of this analysis is on the National Center for Productivity and Quality of Working Life and on the legislation creating it--Public Law 94-136. The study was undertaken in consultation with the Office of Management and Budget.

The Center was established in 1975 as an independent Federal agency to spearhead action to reverse a general decline over the past 10 years in the rate of U.S. productivity growth. The Center's current legislative authorization expires in September 1978.

The joint Commerce-Labor study details a number of problems with both Public Law 94-136 and with the National Center itself. These include:

- ambiguities about the relationship between productivity and quality of working life and the emphasis to be given each;
- the assignment of unrealistic responsibilities to the National Center without commensurate resources, thus creating expectations unlikely to be realized;
- a lack of specificity on the respective roles of the National Center and the line agencies, without a clear assignment of responsibility to each; and,
- the establishment of the Board of Directors as an operational part of the National Center structure, an arrangement that has proven unworkable.

To assert leadership in dealing with these problems, the Administration should take prompt action to focus the Center's present activities.

To this end, we suggest that you empower the current five ex-officio members of the National Center Board of Directors (the other 22 Board vacancies have not yet been filled) to act as a special, interim Board, co-chaired by the Secretaries of Labor and Commerce. Other ex-officio members are the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the Center. Such a small group could begin work at once, without the inevitable delays that would occur if additional private sector Board members were to be appointed (FBI clearance, Senate confirmation, etc.).

In this connection, Under Secretary of Commerce, Sidney Harman, will be a valuable asset. He is internationally recognized as an expert in the field.

The interim Board will review the government's role with respect to productivity and quality of working life in order to suggest legislative changes in the Center's charter for transmittal to the Congress early in 1978. We do not recommend any change in the Center's funding for FY 1978 (\$2.9 million). Since labor and management will not be officially represented on the interim Board, Board members should consult with them informally regarding the Center's operations.

If you agree with this recommendation, we have attached for your consideration, a statement detailing the course of action outlined above. The statement would not only set in motion a constructive mechanism for progress, but would also be a useful expression of your personal concern about this important national economic issue.

Attachment

PRESIDENTIAL STATEMENT ON
NATIONAL CENTER FOR PRODUCTIVITY AND QUALITY
OF WORKING LIFE

Despite an encouraging upturn in 1976, productivity growth in the private economy over the past 10 years has been unsatisfactory in relation to both the nation's needs and its capability. The average growth rate of 1.6 percent in this decade was exactly half of that achieved during the two preceding decades. The growth rate decline has adversely affected the fight against inflation, has compromised U.S. ability to compete successfully in world markets and has impeded further improvements in the country's standard of living.

Recognizing the importance of the productivity issue and its many implications for the well-being of all Americans, Congress enacted in 1975 a law establishing productivity improvement as an objective of national policy. As one means of implementing this policy, it also created a National Center for Productivity and Quality of Working Life as an independent agency in the executive branch.

In the two years the Center has been operating, it has helped call our attention to the fact that the productivity of American industry and the quality of life for those who work in it are inextricably bound together. The Center has begun to assist labor and management to recognize their common interests and to develop ways of jointly furthering them.

At my request, Secretary of Commerce Kreps and Secretary of Labor Marshall have reviewed the Center's activities to date, and have identified a number of concerns requiring attention.

As a result of this review, I am today appointing Secretaries Kreps and Marshall to co-chair an interim Board of Directors composed of the five ex-officio members of the Center's Board. Aided by Under Secretary of Commerce Sidney Harman who has had extensive experience in this area, this group will guide the activities and develop future directions for the National Center in close consultation with appropriate representatives of management and labor. Other members of the interim Board are the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the National Center. I expect to submit legislative recommendations to the Congress before the Center's authorization expires in 1978.

WASHINGTON

Date: December 9, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat
Jack Watson
Jim McIntyre
Charles Schultze
Jim Fallows

FOR INFORMATION:

The Vice President
Midge Costanza
Landon Butler
Jim Gammill

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Kreps memo re Presidential Statement on National
Denter for Productivity and Quality of Working Life

YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:

TIME: 12:00 Noon

DAY: Monday

DATE: December 12, 1977

ACTION REQUESTED:

☒ Your comments

Other:

Waxler

STAFF RESPONSE:

☐ I concur.☐ No comment.

Please note other comments below:

*Are they definitely committed to
having the Center expire in Sept 78,
or do they intend to ask for an
extension?*

They do

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

THE WHITE HOUSE

WASHINGTON

20 December 1977

MEMORANDUM TO ELSA A. PORTER

Assistant Secretary for Administration
Department of Commerce

FROM: RICK HUTCHESON

SUBJECT: Presidential Statement on National Center
for Productivity and Quality of Working Life

Please see the attached OMB memo, which raises a legal question regarding the President's authority to do what is proposed by Secretaries Marshall and Kreps.

Would you please reexamine this issue in light of OMB's comments?

Also, it seems to me that the memo should spell out more specifically the consequences of the President's issuing such a statement -- is he not committing himself to extending the Center?

Thanks.

Attachments

THE WHITE HOUSE
WASHINGTON

20 December 1977

MEMORANDUM TO PAUL JENSEN
Executive Secretary
Department of Labor

FROM: RICK HUTCHESON

SUBJECT: Presidential Statement on National Center
for Productivity and Quality of Working Life

Please see the attached OMB memo, which raises a legal question regarding the President's authority to do what is proposed by Secretaries Marshall and Kreps.

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Also, it seems to me that the memo should spell out more specifically the consequences of the President's issuing such a statement -- is he not committing himself to extending the Center?

Thanks.

Attachment

ACTION

MEMORANDUM FOR: THE PRESIDENT

FROM:

RAY MARSHALL *Ray Marshall*
SECRETARY OF LABOR

JUANITA M. KREPS *Juanita M. Krebs*
SECRETARY OF COMMERCE

SUBJECT: Presidential Statement on National Center
for Productivity and Quality of Working Life

The Departments of Labor and Commerce have completed a study on the Federal role in U. S. productivity and quality of working life issues. A specific focus of this analysis is on the National Center for Productivity and Quality of Working Life and on the legislation creating it--Public Law 94-136. The study was undertaken in consultation with the Office of Management and Budget.

The Center was established in 1975 as an independent Federal agency to spearhead action to reverse a general decline over the past 10 years in the rate of U. S. productivity growth. The Center's current legislative authorization expires in September 1978.

The joint Commerce-Labor study details a number of problems with both Public Law 94-136 and with the National Center itself. These include:

- ambiguities about the relationship between productivity and quality of working life and the emphasis to be given each;
- the assignment of unrealistic responsibilities to the National Center without commensurate resources, thus creating expectations unlikely to be realized;
- a lack of specificity on the respective roles of the National Center and the line agencies, without a clear assignment of responsibility to each; and,
- the establishment of the Board of Directors as an operational part of the National Center structure, an arrangement that has proven unworkable.

To assert leadership in dealing with these problems, the Administration should take prompt action to focus the Center's present activities.

To this end, we suggest that you empower the current five ex-officio members of the National Center Board of Directors (the other 22 Board vacancies have not yet been filled) to act as a special, interim Board, co-chaired by the Secretaries of Labor and Commerce. Other ex-officio members are the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the Center. Such a small group could begin work at once, without the inevitable delays that would occur if additional private sector Board members were to be appointed (FBI clearance, Senate confirmation, etc.).

In this connection, Under Secretary of Commerce, Sidney Harman, will be a valuable asset. He is internationally recognized as an expert in the field.

The interim Board will review the government's role with respect to productivity and quality of working life in order to suggest legislative changes in the Center's charter for transmittal to the Congress early in 1978. We do not recommend any change in the Center's funding for FY 1978 (\$2.9 million). Since labor and management will not be officially represented on the interim Board, Board members should consult with them informally regarding the Center's operations.

If you agree with this recommendation, we have attached for your consideration, a statement detailing the course of action outlined above. The statement would not only set in motion a constructive mechanism for progress, but would also be a useful expression of your personal concern about this important national economic issue.

Attachment

STATEMENT BY THE PRESIDENT

Despite an encouraging upturn in 1976, productivity in the private economy over the past 10 years has not grown as fast as it could or should. The average growth rate of 1.6 percent in this decade was exactly half that of the two preceding decades. The growth rate decline has hampered the fight against inflation, has hurt us in the world marketplace, and has held back improvements in our standard of living.

In 1975, Congress enacted a law making productivity improvement an objective of national policy. To help implement this policy, it created a National Center for Productivity and Quality of Working Life as an independent agency in the executive branch.

Since then, the Center has helped us see the links between productivity and the quality of life for workers in American industry. The Center has begun to help labor and management see the value of working together to further their common interests.

I have asked Secretary of Commerce Kreps and Secretary of Labor Marshall to review the Center's activities and they have identified a number of areas requiring attention.

Therefore, I am today appointing Secretaries Kreps and Marshall to co-chair an interim Board of Directors composed of the five ex-officio members of the Center's Board. Under Secretary of Commerce Sidney Harman, who has had extensive experience in this field, will help this group guide the activities and plan the future of the National Center, in close consultation with representatives of management and labor. Other members of the interim Board are the Secretary of the Treasury, the Director of the Federal Mediation and Conciliation Service, and the Executive Director of the National Center. I expect to submit legislative recommendations to the Congress before the Center's authorization expires in 1978.

U.S. DEPARTMENT OF LABOR

OFFICE OF THE SOLICITOR
WASHINGTON, D.C. 20210



INFORMATION

MEMORANDUM FOR: THE SECRETARY

FROM: CARIN ANN CLAUSS
Solicitor of Labor

CA 12/22/77

SUBJECT: Presidential Statement on National Center
for Productivity and Quality of Working
Life

You have asked whether the National Center for Productivity and Quality of Working Life can begin to carry out its statutory functions with its existing five statutorily designated directors, one of whom is the Executive Director.

It is our opinion that such activities would be lawful.

The Center was established pursuant to the National Productivity and Quality of Working Life Act of 1975, Public Law 94-136. The Act provides that the Center shall have a Board of Directors, to be comprised of not more than 27 members including the Secretaries of Treasury, Commerce and Labor and the Director of the FMCS. These four officials, along with the Executive Director of the Center, comprise the five existing directors of the Center.

It is our opinion that the Center can initiate activities with its existing five directors, pending appointment of the remaining directors. The five existing directors are given comparable authority with the other directors of the Center. That is, the statute does not appear to limit their ability to approve the activities of the Center as a result of their status as Government officials. Moreover, there is no quorum requirement in the Act, and thus there is nothing which prohibits five directors from functioning as the Board of Directors pending appointment of the additional directors. This can be contrasted with other statutes which contain explicit quorum provisions, like the Act which established the National Commission on Employment and Unemployment Statistics. (Public Law 94-444)

We would also note that the Executive Director of the Center is given specific grants of authority under the Act, including the authority to prescribe regulations and make payments deemed necessary under the Act.

Date: January 3, 1978

AD/EG 1/19
MEMORANDUM

FOR ACTION:

Bob Lipshutz
Jim McIntyre
~~Jim Gammill~~

(Dennis Green)

FOR INFORMATION:

The Vice President
Stu Eizenstat
Jack Watson
Charles Schultze

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Presidential Statement on National Center for Productivity
and Quality of Working Life.

**YOUR RESPONSE MUST BE DELIVERED
TO THE STAFF SECRETARY BY:**

TIME: 10:00 AM

DAY: Thursday

DATE: January 5, 1978

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Date: January 3, 1978

MEMORANDUM

FOR ACTION:

Bob Lipshutz
Jim McIntyre
~~Jim Gammill~~

FOR INFORMATION:

The Vice President
Stu Eizenstat
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ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

No action has been taken on any Presidential appointments affiliated with the Center because we have assumed the Center will go out of business on September 30, 1978.

If the intent of the "legislative changes in the Center's charter" is to extend the Center past September 30, then there should be a thorough review of the Presidential appointments as well as the other key staff positions.

However, if there is no desire to extend the Center past September 30, the interim Board, and any review of the appointments and staff are not necessary.

- Jim G

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EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

JAN 4 1978

MEMORANDUM FOR: RICK HUTCHESON

THROUGH: BO CUTLER ~~NS~~

FROM: DENNIS O. GREEN


SUBJECT: Presidential Statement on National
Center for Productivity and Quality
of Working Life

The memorandum from the Labor Department Solicitor clearly indicates that the five officials named in the Labor-Commerce memorandum are already statutorily designated members of the Board of Directors of the National Center for Productivity and Quality of Working Life. The Solicitor holds the opinion that the Center and the Board, functioning with its five designated members, are presently empowered to act.

In light of that opinion, an interim Board with a charge to act appears unnecessary. For that reason and for the others given in my previous memorandum (copy attached), I continue to question the advisability of a Presidential statement at this time.

The Center, as a matter of fact, has submitted a proposal for its future charter as part of its 1979 budget submission. This proposal is being held--and the Center was so informed--for further consideration at such time as GAO and Labor and Commerce had finished their studies. It was then planned that some neutral group, such as the President's Reorganization Task Force, would review all the recommendations and develop a decision paper for the President on the Federal role in productivity and the Center's specific part in that role.

I believe that plan, rather than a further review by the Center, is a reasonable course of action. A Presidential statement of concern could then be developed to accompany a specific set of proposals.

A handwritten signature in dark ink, appearing to read "Dennis O. Green", with a stylized flourish at the end.

Dennis O. Green
Associate Director for
Economics and Government

Attachment



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

DEC 13 1977

MEMORANDUM TO: RICK HUTCHESON
THROUGH: BO CUTTER
FROM: DENNIS O. GREEN
SUBJECT: Presidential Statement on the
National Center for Productivity
and the Quality of Working Life

We would not advise the use of a Presidential statement as proposed by the Secretaries of Labor and Commerce:

- ° The authority by which the President can designate and empower certain ex-officio members to act as an interim Board of Directors of the National Center is very unclear.
- ° A public statement at this time could serve to emphasize negatives: a Board could have been appointed 10 months ago and the Center has shown very modest accomplishments since 1975. A public expression of Presidential concern for productivity would be far more effective when an Administration proposal on productivity is transmitted to the Congress.

Further, we continue to believe that the Center itself should not be tasked with working out legislative proposal on its own role--including its own charter--since clearly one of the options is that the Center may not have a role.

However, we were encouraged when the Secretaries of Labor and Commerce, as the heads of departments with productivity responsibilities, agreed to evaluate the Center and make recommendations on its future. Their continued interest is extremely valuable and we recommend that the President encourage them, e.g. by long-hand note on the memo, to pursue their study--in their capacity as department heads rather than specifically designated members of an interim Board of Directors--to the recommendation stage in continued consultation with OMB. Certainly the views of the Center, the findings of the GAO evaluations, and the views of labor and management representatives should be considered and evaluated.

We concur with the suggested target for transmittal of legislation to the Congress in early 1978.

Dennis O. Green Dennis O. Green
Associate Director for
Economics and Government

Date: January 3, 1978

MEMORANDUM

FOR ACTION:

~~Bob Lipschitz~~
Jim McIntyre
Jim Gammill

FOR INFORMATION:

The Vice President
Stu Eizenstat
Jack Watson
Charles Schultze

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Presidential Statement on National Center for Productivity
and Quality of Working Life.

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TO THE STAFF SECRETARY BY:

TIME: 10:00 AM

DAY: Thursday

DATE: January 5, 1978

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:



PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

C

BIOGRAPHICAL SKETCH OF

FRANK J. McGARR

Birthdate: February 25, 1921

Marital Status: Married
Six children

Education: Graduated from St. Ignatius High School in 1938
Bachelor of Arts (Philosophy - Cum Laude),
Loyola University, Chicago, 1942
J.D., Loyola University Law School, 1950

Military Service: United States Navy, 1942 to 1945
Executive Officer, Destroyer, Pacific Fleet

Teaching Experience: Instructor in English and Public Speaking,
Loyola University, 1946 to 1948

Administrative Assistant to President,
Loyola University, 1948 to 1952

Instructor in Law (Constitutional, Administrative
and Property Law), Loyola University Law School,
1950 to 1952. Part-time instructor in Criminal
Law, 1953 to 1957. Professor of Admiralty and
Maritime Law, Loyola University Law School.

Law Practice: Associate, Dallstream, Schiff, Stern & Hardin,
1952 to 1954.

Assistant United States Attorney, May, 1954 to
September, 1958: Chief of the Criminal Division
from 1954 to 1955; First Assistant United States
Attorney from 1955 to 1958

Partner in the firm of Moses, McGarr, Gibbons,
Abramson & Fox, 1958 to 1969

Member Board, Chicago Crime Comm.
First Assistant Attorney General, State of
Illinois, 1969 to 1970

Currently:

member, Amer. Coll. Trial Lawyers
Judge of the United States District Court for
the Northern District of Illinois

Member Board, Federal Judicial Center
member, Ethics Comm., Fed. Jud. Conference

780070

THE WHITE HOUSE
WASHINGTON
January 10, 1978

Jim McIntyre
Peter Bourne

The attached is forwarded to you
for your information. The signed
original has been given to Bob
Linder for appropriate handling.

Rick Hutcheson

cc: Bob Linder

RE: DRUG ABUSE PREVENTION WEEK



GENERAL COUNSEL

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

JAN 3 1978

*1-10-78
ok, but
not much
advance notice
(5 days)
JC*

MEMORANDUM FOR THE PRESIDENT

FROM: WILLIAM M. NICHOLS

SUBJECT: Drug Abuse Prevention Week

Enclosed is the annual proclamation for Drug Abuse Prevention Week. Although issued in October in recent years, Dr. Bourne's office advises us that the 1978 Campaign will commence in January. Accordingly, the proposed proclamation sets aside the week beginning January 15, 1978 to inaugurate the Campaign.

The proposed proclamation was prepared in Dr. Bourne's office. It has been revised in this office in consultation with representatives of Dr. Bourne but no change has been made in its purpose or sentiments. The basic theme is twofold: (a) the drug abuse problem cuts across socio-economic lines, and (b) that more attention must be paid to examining its cause rather than only to the search for methods of treatment.

A representative of the Department of Justice has advised us that the proposed proclamation is acceptable as to form and legality. Accordingly, it has the approval of the Acting Director of the Office of Management and Budget.

Enclosure

Electrostatic Copy Made
for Preservation Purposes

- - - - -

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A PROCLAMATION

History teaches us that almost every discovery or invention designed to make our lives a little better can, in the wrong hands, become an instrument of tragedy and suffering. Nothing better illustrates this than the problem of drug abuse in America. When used properly, today's drugs can work miracles that were unimaginable only a short time ago. When they fall into the hands of the immature, the careless, the ignorant, or the despairing, their effects can be devastating.

If we are to rid our society of the problem of drug abuse, we must first rid ourselves of the idea that it is confined to a single group. Drug abusers include the busy executive who cannot function without the aid of heavy drinking, the youth who is addicted to heroin, and the victim of disease who grows dependent upon prescribed medication.

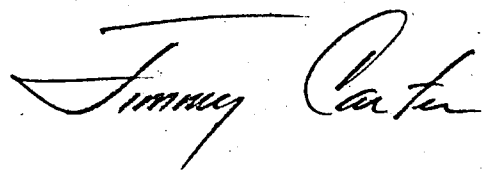
Once we understand that the problem does not derive from a single source, we can appreciate the futility of attempting to seek a single solution. Controlling the availability of drugs and seeking better methods of treating the drug abuser are vital, but unless we also identify and reduce the social pressures which encourage drug abuse, our other efforts will achieve little.

Recognizing this we are focusing our efforts on the search for ways to stop drug abuse before it starts. In particular, we are directing our attention to ways of helping young people understand themselves and their surroundings without the artificial support of dangerous drugs. How successful we will be remains to be seen. But each of us needs the courage to face these hard truths, the insight to recognize that this problem affects us all, and the determination to do something about it.

NOW, THEREFORE, I, JIMMY CARTER, President of the United States of America, in order to inaugurate the 1978 National Drug Abuse Prevention Campaign, do hereby proclaim the week beginning January 15, 1978, as National Drug Abuse Prevention Week.

I call upon government officials, educators, medical professionals, clergy, business and civic leaders to join together in working to create an America where people are no longer tempted to abuse drugs. I call upon parents to examine the ways they respect or abuse drugs in their homes and to remember that their attitudes are likely to shape the attitudes of their children. Most of all, I ask each American to take the time and trouble to learn about drug abuse prevention, to kindle positive values within our families and communities, and to create opportunities for people of all ages and all backgrounds to come together to share their ideas, skills, and resources.

IN WITNESS WHEREOF, I have hereunto set my hand this
day of , in the year of our Lord
nineteen hundred seventy-eight, and of the Independence of the
United States of America the two hundred and second.

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned in the lower right quadrant of the page.

780768

anged by to

aines
to
at

THE WHITE HOUSE
WASHINGTON

1-10-78

To Bob Bergland

Do all you can
for the chestnuts-

J.C.

that
comple
reprisals

money and administrative costs
are deducted, and the rest is paid to the
trainee after his 18-month tour is over
and he is returning to the Philippines.

with their own on-ones training in ex-
perience, living conditions and cultural ex-
change opportunities."

The trainees, in their protest, now call
that evaluation "a cover-up" and say in

to return to the...
the it.

"But I have learned nothing," he said,
"except possibly how to work hard every
day for no reason for myself."

New Findings Raise Hope for Saving American Chestnut

By WALTER SULLIVAN

A resurgence of hope for restoring the American chestnut tree, the giant of earlier forest, has emerged in reports of new findings by forestry specialists from the United States, France and Italy.

A report of primary interest at a meeting last week in Morgantown, W.Va., was one from Italy, which said that some chestnut stands in that country had been freed of active infection of the blight fungus that has had specialists thinking for more than half a century that there was little hope for bringing back the American chestnut.

The blight fungus was inactivated by a contagious agent, possibly a virus, that spread throughout Italy in a short time, according to the report.

France is undertaking a large-scale effort to exploit the Italian experience. In the next four years, a representative said, more than 700,000 inoculations of trees would be performed in selected stands of chestnuts on more than 44,000 acres.

Dr. Jean Grente, director of the program, told the meeting that within 10 years he expected the active disease to be eliminated in all the treated stands. He said he believed that in the United States such treatment, combined with the breeding of more blight-resistant chestnut strains, could eliminate the fungus as a fatal blight.

Blight Fungus Weakened

The contagious factor weakens the blight fungus sufficiently so that a tree's own defenses can cope with it. As reported by Dr. Sandra L. Anagnostakis of the Connecticut Agricultural Experiment Station, with inoculations of diseased American chestnuts "we can now cure a given canker on a tree."

The Connecticut researchers suspect that several agents, probably viruses, are involved but vary in their degrees of effectiveness. What remains to be shown is that such agents are contagious in the American environment, or can be made so. Dr. Grente and Dr. John E. Elliston of the Connecticut group believe insects are carriers of the agents, at least in Europe.

P. A. Opler of the Office of Endangered Species in the Fish and Wildlife Service said that seven insects, such as leaf miner moths and trunk borers which were dependent on the American chestnut, appear to have become extinct.

Last summer, in the Connecticut experiments pioneered by Dr. Richard A. Jaynes, some 400 trees were inoculated. The results so far, Dr. Anagnostakis said, have been "very encouraging." However, she said it was too early to tell whether tree-to-tree contagion was occurring.

Until this century, according to Dr. E. George Kuhlman of the United States Forest Service, chestnut trees constituted 25 percent of the Eastern hardwood forests. Some grew taller than 100 feet and were seven feet in diameter.

Disease Discovered in 1904

In 1904 it was found that chestnut trees in New York's Bronx Park were being girdled by fast-growing cankers that cut off the sap flow and killed the trees. Attempts were made with little success to curb the blight by carving out the cankers or burning infected trees. By the 1920's almost all large chestnut trees were dead throughout their habitat in Eastern forests. There are now about 50 known mature chestnuts scattered across the United States and all of them are diseased, specialists say.

The Forest Service, which until now regarded the American chestnut as a lost cause, helped West Virginia University organize last week's symposium. At the meeting, John R. McGuire, chief of the Forest Service, recalling the former grandeur of chestnut forests, said, "For three quarters of a century we thought that heritage was lost irretrievably."

Now, he continued, while there is no assurance of the return of the chestnut tree "there is hope." He said he regarded as "good" the chances that a "significant part" of the former chestnut stands could be restored.

The decline of the blight fungus in Italy was described by Dr. Lorenzo Mitterpergher of the Institute of Forest and Agricultural Pathology in Florence. The first evidence of canker healing was seen near Genoa in 1950. While the fungus-

weakening factor spreads through chestnut plantations at only a few yards a year, it has reached all parts of Italy since its existence became known, according to Dr. Mitterpergher.

Dr. Mitterpergher said that canker healing was first seen in groves where the blight was of long standing. The blight is now active chiefly in Italian chestnut stands where the infection has been recent, he said, leading some forestry specialists to suspect that the healing factor evolves locally.

There are some indications that blight-weakening agents have evolved in American forests as well. Such a strain, for example, has been found in Michigan.

Regarding the nature of the infectious agent, J. A. Dodd of the Connecticut group said that all weakened fungus strains examined contained double-stranded ribonucleic acid, a form typical of many viruses. The molecules occurred in several sizes, implying that more than one agent might be involved.

The treatment being used both in France and Connecticut consists of inserting plugs of a fungus strain derived from a weakened canker into a succession of holes bored around the perimeter of a virulent canker. The latter then becomes infected by the factor that weakens the fungus and permits healing.

Complicating the treatment has been the discovery that it only works when the injected fungus is "vegetatively compatible" with the recipient fungus. In Connecticut, 46 such compatibility types have been identified so far. Culturing fungus samples side by side on a laboratory nutrient serves as a test of compatibility.

Dr. Grente's laboratory, operated by the National Institute for Agronomic Research in Clermont-Ferrand, is doing 90,000 such matching tests a year.

Each year, for a succession of four years, 10 trees for each hectare (2.5 acres) in chestnut groves are to be inoculated. There may be hundreds of trees for each hectare, but Dr. Grente believes the inoculations will establish the infection and control the blight in all of them.

It is essential, he pointed out, that the

infection not kill the fungus, for then the infectious agent would die out. After an initial investment of \$100,000, the program is to cost \$300,000 a year, Dr. Grente said.

General application of the inoculations in this country cannot occur until a quarantine limiting their use is lifted. The quarantine was imposed in case the agent carried by French or Italian fungus strains proved harmful to American fungi other than those infecting chestnuts. Extensive tests seem to have ruled this out. Dr. Jaynes has also tested the imported fungi on 40 species from 17 plant families as a similar precaution.

In concluding her report on the infectious agent that attacks the blight, Dr. Anagnostakis pointed out that Robert Frost, in a poem entitled "Evil Tendencies Cancel," published in the 1930's, showed remarkable foresight.

*Will the blight end the chestnut?
The farmers rather guess not.
It keeps smoldering at the roots
And sending up new shoots
Till another parasite
Shall come to end the blight.*

Manager Is Replaced

By WALLACE TURNER

Special to The New York Times

SAN FRANCISCO, Jan. 9 — James Wadsworth, a Las Vegas, Nev., lawyer who became manager of Howard R. Hughes's Landmark Tower a year ago, resigned today to return to his law practice.

He was replaced by Perry Lieber, a 72-year-old publicist who served the late Mr. Hughes in Hollywood and Las Vegas, and once before managed the ill-starred Landmark.

Mr. Wadsworth was a close friend from college days at Brigham Young University of F.W. Gay, president of the Summa Corporation, the Hughes holding company. Mr. Gay's authority and duties have been cut back sharply in the last six months by William R. Lummis, chairman

780067

10 67

THE WHITE HOUSE
WASHINGTON

January 10, 1978

Hamilton Jordan

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

"THE EFFECTIVENESS OF PRESIDENTIAL
SPEECHES"

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
/		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

Ham
J

THE EFFECTIVENESS OF PRESIDENTIAL SPEECHES

Last spring, before President Carter's energy speech to the nation, General Motors was worried about the slow sales of its Chevette. After the speech, which emphasized the need for energy conservation, Chevette sales significantly improved. GM makes a direct connection between Carter's remarks and the sales upsurge.

Clearly, when Presidents speak, some Americans listen. But of all the analysis done on the use of Presidential powers, the speechmaking power, informal as it is discretionary, has received little attention. How much effect do such speeches have on people's attitudes, their motivation, and their behavior?

Much depends on what kinds of speeches are delivered and their purpose. Historically, Presidential speeches have tried to (a) rally the country around proposed legislation or controversial federal programs, (b) assist directly the re-election chances of the incumbent, (c) defend the incumbent against criticism, (d) send indirect messages to foreign adversaries or allies on national security or economic matters, or (e) ingratiate the President with an important special interest bloc at their annual convention.

PRESIDENT ROOSEVELT'S SPEECHES often served several of these purposes together and inspired a depression-weary nation to recover some hope. President Kennedy sensed that eloquent words from the White House, followed by a program like the Peace Corps, could change the careers and directions of many young and older Americans.

Judging by the record to date, President Carter does not place much value on domestic speechmaking. He has made speeches on foreign affairs but very few major speeches on domestic matters and those were largely related to energy legislation.

Some of his associates believe that domestic addresses are largely rhetoric and a waste of Presidential time and capital. Other, more cautious, advisers believe that they could generate misunderstandings which the White House does not need.

This is unfortunate and not only because President Carter is known to be upset over the way his schedule is filled every day. It is unfortunate because properly focused Presidential

Ralph Nader

addresses can have highly beneficial effects on various groups in our society. A President needs to speak to these groups in the context of sharpening appreciation of their rights and enlarging their ability to engage in self-government and other citizen initiatives.

TAKE THREE kinds of speeches that President Carter can make, without burdening the Treasury. The students of America have not heard from the President. He has much to tell them that is constructive, wholesome, and motivating beyond mere rhetoric. It is a particularly auspicious time to speak to students, many of whom lack a sense of mission for themselves and for their country. The tandem advance of educational achievement and citizen training is ripe for Presidential recognition. His associates, particularly aide Greg Schneiders, have much to suggest in this area.

Second, not many yards from the White House, there labors a team on Carter's government reorganization plans. These plans will try to make government become more efficient, produce more effective policies, and be more accountable to citizens. The accountability recommendations are the most important of

this triad and a significant precondition for the other two goals.

A well-structured Presidential address on governmental accountability, with specific reference to protecting ethical whistle-blowers inside government and providing remedies for aggrieved citizens outside government vis-a-vis officials who behave unlawfully, would be in accord with Carter's campaign statements. Such remarks would uplift the conscientious civil servants who hold dear the public trust and generate broad public discussion about this little-noticed but crucial issue.

THIRD, ACROSS THE country the neighborhood and block association movement is growing. In New York, Baltimore, Pittsburgh and other cities, the neighborhoods are organizing to protect their interests and redirect government along more just pathways.

They are waiting for an indication of Presidential understanding and creativity. They are not looking for an expression of "neighborhood confidence," as the industrial community keeps demanding from the White House with its code phrase — "business confidence." Instead, they want the instruments and opportunities for greater self-reliance and self-determination at the community and national level.

What Presidential addresses can do immediately is to take local developments and give them national visibility. Presidents can also take unglamorous but essential subjects, neglected by the media, and make even Time Magazine sit up and take notice.

President Carter should not neglect using this important White House resource. Words endure. Words that are meant endure more. And words that quicken the pulse of the citizenry can last for generations. History has shown us the truth of such an observation.

780066

THE WHITE HOUSE
WASHINGTON

1-10-78

To Ray Marshall

Do all you can
on these kinds of
jobs related to
energy conservation

J.C.

Public Employment Energy Conservation

Colleges

- o Retrofit of Public Schools and Colleges
- o Retrofit of Hospitals
- o Retrofit of Federal Buildings
- o Retrofit of State and Local Government Buildings
- o Weatherization of Homes Occupied by Low-Income Persons
- o Weatherization and Installation of Solar Water Heaters in HUD Owned Single-Family Homes.
- o Retrofit of Public and Publicly Assisted Housing
- o Construction of Bicycle Paths

Attachments

- o Constraints in the Supply of Energy Conservation Materials
- o Summary Table

Prepared by FEA for the Senate Commerce Committee.

JOBS AND CONSERVATION

President-elect Jimmy Carter made unemployment and the economic problems of this country the major issues in his campaign. He promised to reduce the unemployment rate by putting people back to work. The following is a proposal which would allow him to fulfill his campaign promise while also putting an effective plug on the "energy drain" from this country.

Introduction

Some economists are finally questioning the conventional view that economic growth must be associated with an increase in energy intensity throughout the economy, in the face of substantial evidence that sustaining the current ratio of energy consumption per capita or per dollar of GNP may actually retard economic growth. And the fact that improvements in the quality of life will accompany a serious program of energy conservation is gaining recognition. Energy conservation could be the key to simultaneously improving our economic and energy deficiencies.

THE POTENTIAL OF ENERGY CONSERVATION

"The potential for dramatic energy conservation remains untapped. Our energy waste in transportation is 85%, in generating electricity 65%. Overall, 50% of our energy is wasted. We need strong energy conservation measures."

--Jimmy Carter, during his Presidential campaign

Energy conservation is the cheapest, safest, cleanest, most reliable, and largest near-term source of energy available to this nation. It is also the most labor intensive source of energy. Numerous studies document the enormous potential of energy conservation. For example:

***The Ford Foundation's Energy Policy Project concluded that investments in improving energy efficiency could reduce energy demand by 37.74% (at a savings in energy costs of \$105.6 billion) by the year 2000 without altering lifestyles. The same report (1974) projected that a program of energy efficiency begun immediately would increase employment by 1.8% by 1985 and by 1.7% by 2000.

***The National Research Council's forthcoming study of nuclear power and alternatives will report that a future of sharply reduced energy demand growth (similar to that projected by the Ford Foundation's Energy Policy Project) is feasible.

***A National Science Foundation study prepared in 1975 by the Dow Chemical Company (and others) explained how cogeneration of industrial process steam and electricity on factory sites generated electricity with half the energy and capital required to generate electricity at central power plants. Germany, which produces about 25% of its electricity through cogeneration, uses almost half as much energy per capita as the U.S.

***A Lawrence Berkeley Laboratory study prepared for ERDA of Sweden's energy use showed that Sweden consumes only 55% as much energy per capita as the U.S., although its Gross National Product and standard of living

780065

THE WHITE HOUSE
WASHINGTON

January 10, 1978

Frank Moore

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

RE: OFFICE OF CONSUMER REPRESENTA-
TION

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
✓		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

Office of Consumer Representation

Frank.
for Nader
J

Undecided

1. Applegate (Ohio)
2. Pickle (Texas)
3. Hannaford (Calif.)
4. Evans (Ga.)
5. Gephardt (Mo.)
6. Ulman (Ore.)
7. A. Murphey (Pa.)
8. Cavanaugh (Nebraska)
9. Holland (S.C.)
10. Roncalio (Wyoming, retiring)
11. Neal Smith (Iowa)
12. Burlison (Mo.)
13. Rahall (W.V.)
14. Glickman (Kansas)

Leaning no, though persuadable

15. Lundine (N.Y.)
16. Hanley (N.Y.)
17. Slack (W.V.)
18. Gialmo (Conn.)
19. Bennett (Fla.)
20. Hefner (N.C.)
21. Bryon (Md.)
22. M. Lloyd (Tenn.)

Alabama, special category

Reps. Bevill, Flipppo, Flowers and Buchanan (R) have each indicated that they are not unalterably opposed to the bill, but none of them can be the only Alabama member to be for it. Thus, if one or two agree to go for it, all may.

**Electrostatic Copy Made
for Preservation Purposes**

70-10064

THE WHITE HOUSE
WASHINGTON
January 10, 1978

Stu Eizenstat

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson
A PRESIDENTIAL TWO-TRACK PLAN

THE WHITE HOUSE
WASHINGTON

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

ACTION	FYI	
<input type="checkbox"/>	<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	<input type="checkbox"/>	COSTANZA
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EIZENSTAT
<input type="checkbox"/>	<input type="checkbox"/>	JORDAN
<input type="checkbox"/>	<input type="checkbox"/>	LIPSHUTZ
<input type="checkbox"/>	<input type="checkbox"/>	MOORE
<input type="checkbox"/>	<input type="checkbox"/>	POWELL
<input type="checkbox"/>	<input type="checkbox"/>	WATSON
<input type="checkbox"/>	<input type="checkbox"/>	McINTYRE
<input type="checkbox"/>	<input type="checkbox"/>	SCHULTZE

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER
Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day	

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	HARDEN
<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	GAMMILL

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	MOE
<input type="checkbox"/>	PETERSON
<input type="checkbox"/>	PETTIGREW
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	VOORDE
<input type="checkbox"/>	WARREN

Sh -
I agree
J

Ralph Nader

Washington Star

1/22/77

A Presidential Two-Track Plan

If the lessons of recent Washington history are to be heeded, Jimmy Carter should be launching a "two track presidency" to fulfill his campaign declarations. The first track is the familiar one. It involves treating the problems of inflation, unemployment, disease, poverty and crime on the domestic scene and the urgency of the arms race, international conflicts, and economic crises abroad.

The second track involves providing citizens with the rights and remedies to assert their interests through a more democratic political and economic system. Without plowing the second track, Jimmy Carter will not have much success with the problems he wants to diminish on the first track.

Unfortunately, a president's time is programmed to place second track activities so far below the more pressing first track matters as to be nearly out of sight. But without the ideas, participation, and support of a broader-based citizenry, President Carter cannot expect to accomplish much of significance.

THERE WERE SIGNS during the campaign that candidate Carter appreciated both the need to strengthen civic institutions outside of government and the necessity to end the isolation that grips the White House. But it will take an iron will to do this.

Consider some illustrations of the criticality that the second track holds for first track success. Carter repeatedly told Americans during the campaign that the country has gotten into trouble overseas whenever the people were left out of the decision-making process. Up to now foreign policy has been shaped

and decided by a small clique at the summit of this country's political and corporate governments. An informed and empowered civic presence in foreign policy-making is a second track challenge for Carter to facilitate.

President Carter wants to produce a genuine reform of the tax system — a first track goal. This cannot be done without displeasing powerful special interests who profit from the present inequities. It can only be done by small taxpayer participation in the reform process that builds at the community level and reaches all the way to Congress. Giving small taxpayers the legal tools of civic action is a second track mission for Carter.

The new President wants to rebuild the center cities — a prime Democratic Party platform plank. Can this be done without a second track role for neighborhood and other community organizations to both nourish and implement national policies with self reliant efforts on the receiving end?

Carter's often expressed determination to defend the human environment will conflict with defiant corporations whose executives have owned the White House for the past eight years. These companies can continue their environmental blackmail of threatening worker layoff or plant closings if the anti-pollution health laws are enforced inside and outside the factories. Without effective rights for environmental and worker safety groups to utilize the courts and the regulatory agencies — both second track objectives — Carter will be unable to resist many of these corporate pressures.

WITHOUT A STRONG, persistent civic movement, the President can do little overall in changing the patterns of concentrated power that have bred so many first track abuses.

During the lean and indifferent Nixon-Ford years, the citizen movement and several Congressional committees have forged a whole series of what can be called initiatory democratic rights to make corporate and governmental power more accountable to the people they are supposed to serve. They provide the agenda for a second track presidency.

These proposals include a consumer advocacy agency, a national consumers cooperative bank, consumer and environmental class action rights, reducing the cost barriers to citizen participation in government proceedings, legal standing for citizens to sue to stop government waste and corruption, consumer and taxpayer checkoff systems to facilitate the organized representation of these constituencies.

Such proposals would be part of a second track presidency's priorities. They are not drains on the Treasury; for they are mainly self-help procedures which deconcentrate power and strengthen the fibre of grass roots initiatives.

Jimmy Carter promises to maintain an open White House and an open administration. It won't be long before Americans will learn whether the new White House operates to give them power or operates to continue instead the old practice of taking it away on behalf of an imperial corporate state. If it's the former, Carter's legacy will last for longer than his term of office.

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1:30 PM

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

Q
/

Meeting with Ralph Nader
Tuesday, January 10, 1978, 1:30 p.m.
Duration: 15 Minutes

I. Purpose

Mr. Nader requested the meeting. His staff says that he will probably raise four issues. His primary interest is to reiterate his position that the consumer agency legislation is his first priority, and he will be looking for indications that it will receive strong public support from you, Frank Moore, and prominent members of the Administration. Also, he probably will seek your approval of an up or down vote, early in the session, regardless of the prospects for passage.

Mr. Nader will probably also urge (1) a strong class action reform bill, (2) a modified Administration position on the Consumer Cooperative Bank legislation, and that (3) priority attention be given to civil service reform.

II. Background

(a) Consumer agency

You have approved a memorandum from Frank Moore placing the consumer agency bill on the legislative priority list with plans to seek House action early in February. Senator Byrd has agreed to seek Senate approval soon after House passage. Frank Moore also plans to propose that the bill be on the agenda for the first Leadership breakfast.

(b) Class action reform

Your April 6 consumer message to Congress pledged support for class action reform legislation. The Justice Department has circulated a draft reform bill to the public (including Mr. Nader's staff) for comment. Consumer groups were concerned that the proposal does not create a federal right of action for consumer fraud. This will be among the issues the Department will address in preparing a final Administration proposal which is planned for February.

(c) Consumer Cooperative Bank

The Consumer Cooperative Bank bill passed the House last year by one vote, without the support of the Administration. With a

strong likelihood of passage in the Senate, the Domestic Policy Staff is very concerned about the possible need to compromise. In addition, support for key elements of the urban policy may depend upon the Administration's position on this bill. As a result, an internal review of the Administration's position is currently being undertaken.

(d) Civil Service Reform

In a press briefing on the Administration's legislative agenda for 1978, Stu Eizenstat and Frank Moore said that civil service reform would be a priority initiative. OMB and the Civil Service Commission will submit an information/decision memorandum to you next week.

III. Participants and Press Plan

(a) Participants

Mr. Nader will visit with you alone.

(b) Press Plan

The meeting will not be announced to the press.

12:25 PM

MEMORANDUM

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

Meeting with
Larry McWhirter
Tuesday, January 10, 1978
12:25 p.m.
(3 minutes)
The Oval Office

(by: Fran Verde)

I. PURPOSE: photo opportunity upon his retirement
from Naval Service

II. BACKGROUND, PARTICIPANTS, PRESS:

- A. Background: Larry has served as deputy to
Dr. Lukash. During the transition,
he was the only medical aide on
duty in Plains. He is retiring
this week.
- B. Participants: Larry McWhirter, The President
and Dr. Lukash
- C. Press: White House Photographer only.

Electrostatic Copy Made
for Preservation Purposes

THE WHITE HOUSE
WASHINGTON

January 10, 1978

Bob Lipshutz

The attached was returned in the President's outbox today and is forwarded to you for your information. The signed original has been given to Bob Linder for appropriate handling.

Rick Hutcheson

cc: Bob Linder

RE: E.O.'S: PROVIDING FOR THE
APPOINTMENT OF FORMER ACTION COOPERA-
TIVE VOLUNTEERS TO THE CIVILIAN
CAREER SERVICE AND REMOVAL OF CER-
TAIN INTERNATIONAL ORGANIZATIONS..."
FROM LIST OF THOSE ENTITLED TO
PRIVILEGES AND IMMUNITIES"

- 780054

780055

THE WHITE HOUSE

WASHINGTON

January 5, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: ROBERT LIPSHUTZ *RL*

RE: Proposed Executive Order: "Providing for
the Appointment of Former ACTION Cooperative
Volunteers to the Civilian Career Service"

ACTION has submitted the attached proposed order, which would authorize noncompetitive entry into the Civil Service for former ACTION Community Volunteers who have completed one full year's service (in the same manner as former Peace Corps Volunteers were admitted). The Civil Service Commission has no objection to this order and notes that Congress has already given noncompetitive entry to VISTA Volunteers who performed essentially the same work as the ACTION Volunteers who are the subject of this order. Based on its experience with noncompetitive entry of Peace Corps and VISTA Volunteers, the Civil Service Commission does not expect great use of the authority in question. At most there would be 700 ACTION Volunteers eligible for noncompetitive appointment under the terms of this order, and considerably fewer would actually make use of it.

We recommend that you sign the attached order.

☒ Approve ☐ Disapprove

EXECUTIVE ORDER

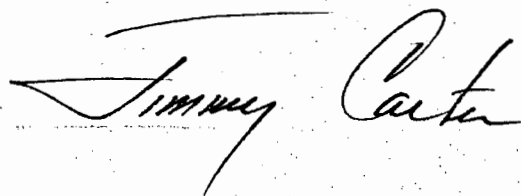
- - - - -

PROVIDING FOR THE APPOINTMENT OF FORMER ACTION
COOPERATIVE VOLUNTEERS TO THE CIVILIAN CAREER SERVICE

By virtue of the authority vested in me by Sections 3301 and 3302 of Title 5 of the United States Code, and as President of the United States of America, it is hereby ordered as follows:

Section 1. Any person who is certified by the Director of ACTION as having served satisfactorily as a full-time ACTION Community Volunteer (including Criminal Justice Volunteers, Volunteers in Justice, and VETREACH Volunteers) for a period of service of at least one year under Part C of Title I of the Domestic Volunteer Service Act of 1973 (Public Law 93-113), and who was enrolled as a Volunteer in such program prior to October 1, 1976, shall be eligible for noncompetitive appointment to the Civilian Career Service in the same manner as that provided for Peace Corps Volunteers by Executive Order No. 11103 of April 10, 1963.

Sec. 2. This Order shall be effective 60 days after the date of signature and its applicability to persons who have completed their volunteer service on or before that date shall begin on such effective date.

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in dark ink and is positioned at the bottom right of the page.

THE WHITE HOUSE
WASHINGTON

January 6, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: ROBERT LIPSHUTZ *RL*
RE: Proposed Executive Order: "Removal of
Certain International Organizations No
Longer in Existence from the List of
Those Entitled to Privileges and Immunities"

Under the International Organizations Immunities Act, those international organizations designated by the President enjoy certain privileges and immunities. The Department of State has submitted the attached order which removes the Southeast Asia Treaty Organization and the International Coffee Study Group from the list of international organizations so designated, since these two organizations are no longer in existence.

We recommend that you sign the attached order.

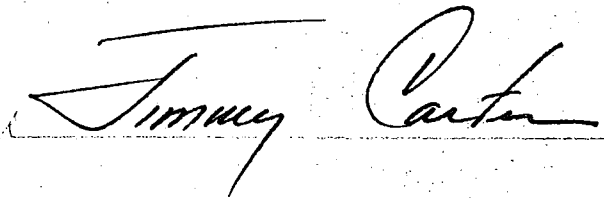
☒ Approve ☐ Disapprove

EXECUTIVE ORDER

- - - - -

REMOVAL OF CERTAIN INTERNATIONAL ORGANIZATIONS
NO LONGER IN EXISTENCE FROM THE LIST OF THOSE
ENTITLED TO PRIVILEGES AND IMMUNITIES

By virtue of the authority vested in me by Section 1 of the International Organizations Immunities Act (59 Stat. 669, 22 U.S.C. 288), and as President of the United States of America, in order to remove the Southeast Asia Treaty Organization and the International Coffee Study Group from the list of international organizations afforded certain privileges and immunities, because those organizations no longer exist, the following are hereby revoked: Executive Order No. 10866 of February 20, 1960; and, Executive Order No. 10943 of May 19, 1961.

A handwritten signature in cursive script, reading "Jimmy Carter", is written over a horizontal dotted line.

THE WHITE HOUSE,

780052

THE WHITE HOUSE
WASHINGTON
January 10, 1978

Frank Moore
Jim McIntyre

The attached was returned in the President's outbox today and is forwarded to you for your information. The signed original has been given to Bob Linder for appropriate handling.

Rick Hutcheson

cc: Bob Linder

RE: MULTI-YEAR PLANNING SYSTEM

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
/	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
/		MOORE
		POWELL
		WATSON
/		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
/	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE
WASHINGTON

1/9/78

Mr. President:

Jim Fallows edited the
proposed memo.

Congressional Liaison comments
that we should begin developing
a policy with respect to con-
gressional access to multi-year
budgets.

No comments from Schultze
or Eizenstat.

Rick



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

JAN 6 1978

MEMORANDUM FOR: THE PRESIDENT

FROM:

James T. McIntyre

A handwritten signature in dark ink, reading "James T. McIntyre", is written over the printed name.

SUBJECT:

Multi-Year Planning System

When we began our formal reviews of the 1979 budget in October, you agreed to institute a multi-year planning system that would keep you up to date on the latest long-range budget effects related to your current policies. The system would require that program or tax policy changes that are submitted to you include an analysis of the associated long-range budgetary effects.

We suggested that you notify all agencies of your personal interest in the multi-year planning system. The attached memorandum to all agency heads for your signature gives the agencies advance warning that we intend to initiate the system when the 1979 budget is transmitted. The memorandum notes that I will be issuing detailed instructions before the budget transmittal.

Attachment

THE WHITE HOUSE
WASHINGTON

MEMORANDUM FOR THE HEADS OF
EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Multi-Year Budget Planning

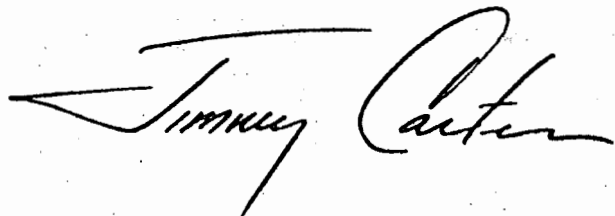
The demanding task of preparing the Federal Budget for fiscal year 1979 is almost complete. Your cooperation in this task has been very gratifying.

During the process of preparing the 1979 Budget, I was reminded -- as I am sure you were -- that it has become very difficult for either the Congress or the President to plan budgets effectively just one year in advance. Accordingly, I am asking that your Fiscal 1980 Budget requests be prepared as part of a three-year budget plan. Work on these should commence immediately after the FY 1979 budget is transmitted.

The Office of Management and Budget will give you the 1979 allowances and the planning base estimates for fiscal years 1980, 1981, and 1982. These will be based on your projections for the FY 1979 budget. Then, in the spring, I will review major FY 1980 budget issues that might significantly alter the three-year planning base estimate. Afterwards the Office of Management and Budget will give you detailed guidance (and if necessary, revised planning base estimates) as you undertake the preparation of your fall budget request.

I realize that some issues will occasionally arise during the year which I will not have had a chance to consider in these comprehensive spring and fall budget reviews. When this happens I want an analysis of long-term budget costs to be included among the briefing papers I receive.

Multi-year budget planning should help make our government work better. I know you will do everything possible to see that the transition is smooth.

A handwritten signature in dark ink, reading "Jimmy Carter". The signature is fluid and cursive, with the first name "Jimmy" and last name "Carter" clearly legible.

780042

THE WHITE HOUSE
WASHINGTON

January 10, 1978

Hugh Carter

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

RE: SECURITY VIOLATIONS - M. HAFT

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
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	ARAGON
	BOURNE
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✓	H. CARTER
	CLOUGH
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	FIRST LADY
	HARDEN
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	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

January 9, 1978

*High
What secret type
documents are
handled by Mr. Haft?
J*

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR THE PRESIDENT

FROM: HUGH CARTER *HC*

SUBJECT: Security Violations (Per Your Request)

Attached are copies of the security violations for the month of December.

THE WHITE HOUSE

WASHINGTON

January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

ZBIGNIEW BRZEZINSKI

FROM:

HUGH CARTER *HC*

SUBJECT:

Security Violations

The President has asked me to make you aware of the following security violations:

Date	Name	Nature of Violation
12/8	Henry D. Owen	Confidential documents found on table
12/13	Michael Armacost	<u>Secret</u> documents found in open safe
12/26	John H. Murphy	Secret and Confidential documents found on table

cc: The President

THE WHITE HOUSE

WASHINGTON


January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

FRANK MOORE

FROM:

HUGH CARTER 

SUBJECT:

Security Violation

The President has asked me to make you aware of the following security violation:

<u>Date</u>	<u>Name</u>	<u>Nature of Violation</u>
12/21	Frank Moore	Confidential document found on desk

cc: The President

THE WHITE HOUSE

WASHINGTON

January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

CHARLES SCHULTZE

FROM:

HUGH CARTER *HC*

SUBJECT:

Security Violation

The President has asked me to make you aware of the following security violation:

<u>Date</u>	<u>Name</u>	<u>Nature of Violation</u>
12/10	Charles Schultze	Secret document found on desk

cc: The President

THE WHITE HOUSE

WASHINGTON

January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

STU EIZENSTAT

FROM:

HUGH CARTER *HC*

SUBJECT:

Security Violations

The President has asked me to make you aware of the following security violations:

Date	Name	Nature of Violation
12/1	Frank Raines	<u>Secret</u> and Confidential documents found in desk drawer
12/1	Mary Schuman	Confidential documents found in desk drawer
12/4	Erlynn Ensign	Confidential documents found in open cabinet

cc: The President

THE WHITE HOUSE
WASHINGTON

January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

JODY POWELL

FROM:

HUGH CARTER 

SUBJECT:

Security Violations

The President has asked me to make you aware of the following security violations:

<u>Date</u>	<u>Name</u>	<u>Nature of Violation</u>
12/14	Jody Powell	Confidential document found on desk
12/17	Rex Granum	Confidential documents found in desk drawer and in In & Out box

cc: The President

THE WHITE HOUSE
WASHINGTON


January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

JACK WATSON

FROM:

HUGH CARTER 

SUBJECT:

Security Violation

The President has asked me to make you aware of the following security violations:

<u>Date</u>	<u>Name</u>	<u>Nature of Violation</u>
12/18	Patricia Yarham	Confidential documents found on desk
12/24	Lawrence Bailey	Confidential document found on table

cc: The President

THE WHITE HOUSE
WASHINGTON

January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

HAMILTON JORDAN

FROM:

HUGH CARTER *H*

SUBJECT:

Security Violations

The President has asked me to make you aware of the following security violations:

Date	Name	Nature of Violation
12/13	Hamilton Jordan	<u>Secret</u> material found in open safe
12/25	Hamilton Jordan	Confidential documents found in desk drawer

cc: The President

THE WHITE HOUSE
WASHINGTON

January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

MIDGE COSTANZA

FROM:

HUGH CARTER *HC*

SUBJECT:

Security Violations

The President has asked me to make you aware of the following security violations:

Date	Name	Nature of Violation
12/5	Marilyn Haft	Secret and Confidential documents found on desk
12/24	Marilyn Haft	Secret and Confidential documents found in desk drawer

cc: The President

THE WHITE HOUSE

WASHINGTON


January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

JIM FALLOWS

FROM:

HUGH CARTER 

SUBJECT:

Security Violations

The President has asked me to make you aware of the following security violations:

Date	Name	Nature of Violation
12/4	Hendrik Hertzberg	Confidential documents found in desk drawer and on top of desk
12/5	Susan Battles	Confidential document found on top of desk
12/24	Susan Battles	Confidential document found in desk drawer
12/24	Hendrik Hertzberg	Confidential documents found in In & Out box and on top of desk

cc: The President

THE WHITE HOUSE

WASHINGTON

January 2, 1978

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

TIM KRAFT

FROM:

HUGH CARTER *HC*

SUBJECT:

Security Violations

The President has asked me to make you aware of the following security violations:

<u>Date</u>	<u>Name</u>	<u>Nature of Violation</u>
12/5	Ellis Woodward	<u>Secret</u> document found on table
12/24	Fran Voorde	Confidential notebook found in In & Out box
12/24	Jeanne Bull	<u>Secret</u> and Confidential documents found in desk drawer and on sofa

cc: The President

THE WHITE HOUSE
WASHINGTON

January 10, 1978

2
/

MEMORANDUM FOR THE PRESIDENT

FROM:

Bob Lipshutz *BL*

SUBJECT:

Peanut Oil Matter -- Department
of Agriculture

I have been getting together available information concerning this matter, working with both the Secretary of Agriculture and the Inspector General for the Department of Agriculture.

Bob Bergland advised me of your inquiry on Monday relative to the status of this matter.

I will give you an interim report within the next 24 hours.

The investigation by the Department of Agriculture is continuing.

Electrostatic Copy Made
for Preservation Purposes

Born:	March 6, 1924 Age: 53	St. Louis, Missouri
Legal Residence:	Missouri	
Marital Status:	Married	Wife--Drue Lane 3 children
Education:	1941-1943 1946-1947 1947-1949	Amherst College A.B. degree Washington University Law School J.D. degree
Bar:	1949	Missouri
Military Service:	1943-1946 1950-1952	United States Navy
Experience:	1949 1949-1959 1961-1970 1959-1961 1970-1973 1973 to present	McDonald & Wright St. Louis, Missouri Armstrong, Teasdale, Kramer & Vaughan United States Attorney Eastern District of Missouri United States District Judge Eastern District of Missouri United States Circuit Judge Eighth Circuit
Political Affiliation:	Republican	
Ethnic Group:	Caucasian	

*"Participate
in determination
of our future"*

THE WHITE HOUSE

WASHINGTON

1-10-78

To Tim Smith & Cynthia Wilkes

We are delighted about
your engagement and wish
you our best as you
prepare for happiness and
a lifetime together.

Jimmy & Rosalynn

THE WHITE HOUSE

Miss Cynthia Wilkes and Mr. Tim Smith
Blue Ridge Road
Lyons, Georgia 30436

THE WHITE HOUSE
WASHINGTON

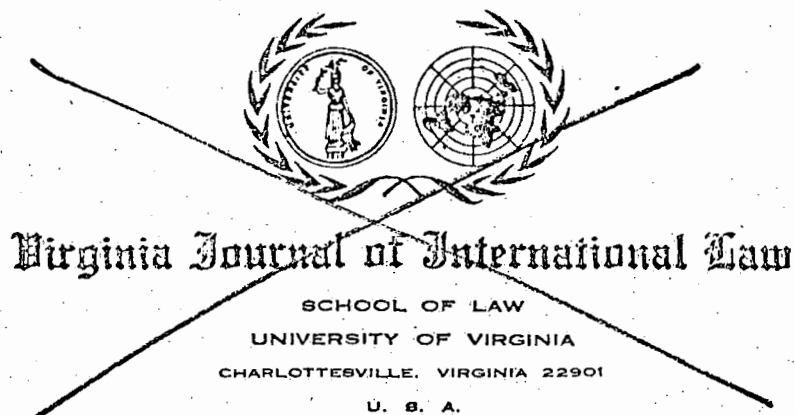
Since Cynthia Wilkes works
for you/Jack Watson....and
since you have such high
professional and personal
regard for Tim Smith....thought
you might want to send them
a handwritten note.

I'll send cc to RSC/staff
so that she can send a gift
if she would like to do so.

--SSC

*Susan. Didn't
I write Tim a note
when I first heard
about it?*

*NO-
H*



Susan -

① Attached is a list of the most important names from New Delhi for thank-you notes. Additional names (and better addresses for some of these) should be cabled to you next week;

② Also attached is a wedding invitation for Pres. and Mrs. Carter. We know they probably will not be able to come, but didn't want them to hear about it from the staff and think we'd forgotten about them. Please handle as you think best; maybe you need not bother him at all about this, if he already knows.

It was fun to work with you again and see everybody in exotic India!

Best,

Tim